

In this quarterly edition we review performance and attribution. We introduce Intueri Education an IPO and we profile Aristocrat Leisure. At home we take a look at the success and failings of the RET and the Budget. Photo: Brazuca, according to Forbes magazine Adidas will export 42 million balls globally from Sialkot, Pakistan. They retail for \$189 locally, about 1.9x's the monthly salary of the women who produce these balls.

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#### **About Selector**

We are a boutique fund manager and we have a combined experience of over 150 years. We believe in long term wealth creation and building lasting relationships with our investors.

Our focus is stock selection. Our funds are high conviction, concentrated and index unaware. As a result we have low turnover and produce tax effective returns.

First we identify the best business franchises with the best management teams. Then we focus on valuations.

Please forward to us contact details if you would like future newsletters to be emailed to family, friends or business colleagues.



#### Dear Investor,

Reflecting on the 2014 financial year, investors were rewarded with another year of solid gains. It wasn't that long ago that many seasoned market commentators were calling equities a no go zone. The upheaval that followed the events of 2008 continue to unfold, forcing investors to adjust to events that many have never experienced nor considered. In the latest chapter of historic moves, the European Central Bank introduced negative rates, cutting its overnight deposit rate from zero to -0.1%, thereby imposing a cost on commercial banks for leaving their surplus cash on deposits. The removal of leverage from markets since 2008 has tapered growth and left consumers generally cautious and governments' debt loaded.

We suspect the road forward will be just as difficult to read, although the opening up of financial markets to new company listings and renewed merger activity is a welcome sign that investors are now prepared to re-engage. While our share market continued on its recovery path, rising 17.6% over the course of the 2014 financial year, it still trades some 22% below the previous peak of 6,873 set in November 2007. In contrast, the US stock market has silenced many doubters, having risen to new highs, with the Dow Jones Industrial Average up 12.8% to 16,827 points. Even the technology laden Nasdaq Composite index is fast approaching its previous peak of 4,573 points set in January 2000, climbing 29.5% to 4,408 points.

Domestically, our new Federal Government is grappling with a hostile senate as it looks to impose greater fiscal discipline. The mining downturn has taken its toll, while our relatively high cost of doing business relative to other countries continues to hamper domestic investment. Yet despite these obstacles, quality businesses continue to be unearthed. Many have been profiled in our quarterly newsletters during the course of the year and now form part of the Fund's investment holdings.

In this respect, the investment selection process that determines what gets in and what stays out of the Fund is in our opinion critical. To this end while there are no shortage of business candidates vying for inclusion few make the grade. In this quarterly newsletter we profile two that made the cut including gaming machine manufacturer Aristocrat Leisure and newly listed education provider Intueri Education Group. We also comment on the current state of the Federal Budget and the increasing disruptive force that is renewable energy.

For the 2014 financial year the Fund delivered a gross positive return of **26.25%**. In comparison, the All Ordinaries Accumulation Index returned a positive **17.64%**. To all our investors we trust that you find the report informative.

Regards, Tony Scenna Corey Vincent Robert Lapsley

# **Table of Contents**

Performance June 2014	3
Aristocrat Leisure: (ASX: ALL)	6
Who will step up to the plate - Politicians and Budgets?	14
Education – Intueri Education Group (ASX – IQE) overview	16
Big Picture – Solar raining on energy retailers parade	18
US Federal Reserve Chairwoman Janet Yellen	22
Company visit diary June Quarter 2014	23

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# **Quote: Howard Marks**

Howard Marks Chairman of Oaktree Capital offers some sound advice on the markets fixation on the daily news cycle and what it may mean.

"It is very important to recognize that data is not information, and information is not knowledge, and knowledge is not wisdom. Wisdom consists of deriving the significance of data. You have to step back and say my goal is not to have as much data as I can but to figure out which data is important and then get it and then go away to the mountain top and figure out what it all means. I would pursue wisdom not data."



#### **Performance June 2014**

For the quarter ending June 2014, the Fund delivered a gross negative return of **0.49%** as compared with the **0.47%** rise in the All Ordinaries Accumulation Index. For the financial year ending June 30, the Fund returned a gross gain of **26.25%** outperforming the All Ordinaries Accumulation Index which rose **17.64%**. Performance statistics are detailed on page 26.

#### Performance table since inception

Returns	Gross Fund Return (%)	All Ordinaries Index (%)	All Ordinaries Accumulation Index (%)
3 months	-0.49	0.47	-0.96
6 months	4.39	2.68	1.70
1 Year	26.25	17.64	8.61
3 Years	20.83	9.68	11.15
5 Years	16.38	10.99	5.39
Since inception annualised	10.89	8.18	2.71

# Fund's Top 10 holdings

Top 10 June 2014*	Top 10 March 2014*
Aristocrat Leisure	Aristocrat Leisure
Carsales.com	Carsales.com
Computershare	CSL
Domino's Pizza Enterprises	Domino's Pizza Enterprises
Flight Centre Travel Group	Flight Centre Travel Group
IOOF Holdings	IOOF Holdings
NIB Holdings	IRESS
ResMed Inc.	ResMed Inc.
SEEK	SEEK
Sirtex Medical	Sirtex Medical
Top 10: 49.26%	Top 10: 52.01%

<sup>\*</sup> Listed in alphabetical order

Selector runs a high conviction, index unaware, stock selection investment strategy which typically targets 15-25 stocks for the Fund. As shown above, the Fund's top 10 positions usually represents a high percentage of its equity exposure. Current and past portfolio composition has historically been very unlike that of your average "run-of-the-mill index hugging" fund manager. Our goal remains focused on truly differentiated broad-cap businesses rather than the closet index hugging portfolios offered by most large fund managers.



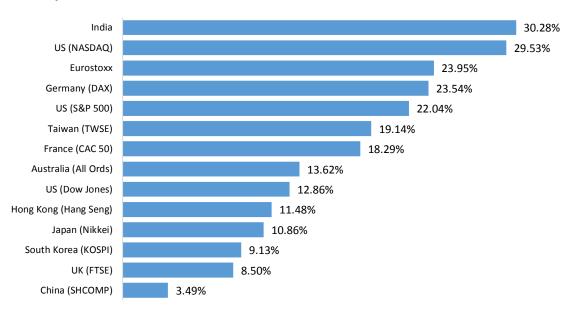
# Performance attribution for the June 2014 quarter

Top 5 stock contributors	(%)	Top 5 stock detractors	(%)
ResMed Inc.	0.80	Flight Centre	-0.96
Technology One	0.62	Jumbo Interactive	-0.73
Sirtex Medical	0.62	SEEK	-0.63
NIB Holdings	0.55	OzForex	-0.61
Oil Search	0.34	Breville Group	-0.33

# Performance attribution for the 2014 financial year

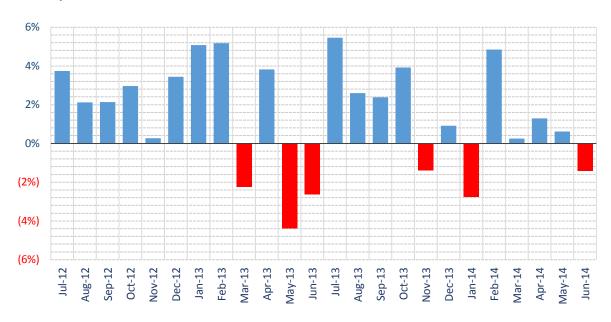
Top 5 stock contributors	(%)	Top 5 stock detractors	(%)
SEEK	4.62	Flexigroup	-0.43
Sirtex Medical	2.72	Echo Entertainment	-0.16
Domino's Pizza Enterprises	1.97	Jumbo Interactive	-0.15
NIB Holdings	1.71	Altium	-0.12
Aristocrat Leisure	1.40	Ainsworth Game Technology	-0.11

# Market Commentary Global Equities 12 Month Returns



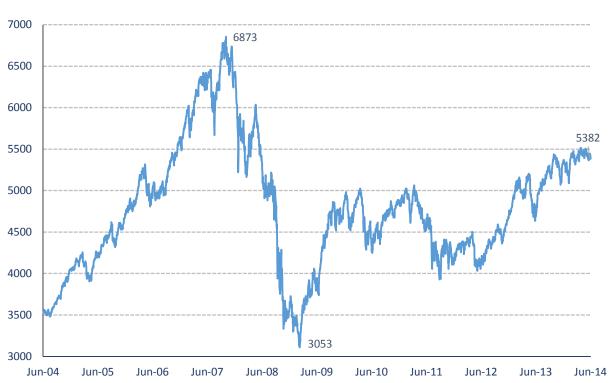
For the second consecutive year, global markets have provided investors with strong gains despite economic activity that remains anaemic in many parts of the world. As the following graph outlines, one of the strongest performances came by way of the US Nasdaq Index, recording a powerful 29.5% gain for the year. Strong rises were also recorded in the broadbased US S&P 500 Index which rose 22.1%, confounding many who have questioned the strength of the US recovery.

# Monthly All Ordinaries Accumulation Index Returns 2013, 2014 Financial Years



Locally the main index, The All Ordinaries Accumulation Index rose 17.6%, with gains delivered across the board. For the second year in a row the Small Ordinaries Accumulation Index lagged, although still delivering a 13.1% lift.

#### All Ordinaries Index June 2004 - June 2014



# **Aristocrat Leisure: (ASX: ALL)**

# Table 1: Aristocrat Leisure history 1951 - 2014

Year	Events
1933	Len Ainsworth, manager of Ainsworth Dental Company, a business founded in 1933 by father Harold Ainsworth.
1952	English engineer Joe Heywood, having previously worked for a small poker machine business overseas approaches Len Ainsworth with an idea to build poker machines from existing Dental premises.
1953	Heywood assembles first working prototype of a three reel mechanical gaming machine.
1953	Late in 1953, first machine production commences, at the rate of two per week. Known as the "Clubman", a name coined by original designer Grant Davidson, manufacturing commences at Alexandria, Sydney.
1954	By the end of 1954, and while still operating as the Ainsworth Dental Company, weekly production ramps to twenty machines.
1955	8 March, Aristocrat Machinery Company registered as new distributor name, initially owned in equal share by Mrs Norrie Hennessy, Kench & McCartney and Len Ainsworth.
1955	Len Ainsworth acquires Clubman Machinery Company before buying out shareholders in Aristocrat Machinery.
1956	NSW legislation regulates gaming machines, passing Gaming & Betting Act, allowing machines in clubs.
1964	Company enters the Nevada market through a US based sales agent.
1979	Aristocrat releases first video based poker machine.
1985	Government legislation passed allowing machines into hotels.
1988	Company begins exporting into New Zealand market.
1994	Len Ainsworth diagnosed with prostate cancer, turns over control of the company to his wife and seven sons on condition that if any shares were sold, Ainsworth would receive half the proceeds, thereby sparking a family feud.
1996	Aristocrat lists on the Stock Exchange, issuing 39.3 million new shares at \$2.90 per share, valuing the business at \$290m.
1997	US authorities refuse to renew Colorado license citing company's history of "unsuitable business practices", before agreeing to a \$500,000 fine and company agreement to sever all ties with Ainsworth family.
1997	Company launches highly successful Hyperlink gaming system, propelling company to number two spot worldwide.
2000	Company forms JV to enter Japanese market and awarded license to sell gaming systems in Nevada. Announces 4:1 share split, increasing issued capital to 400 million shares.
2001	Business acquires Casino Data Systems for \$180 million, owner of Oasis casino management system.
2001	Aristocrat renamed Aristocrat Technologies Inc.
2003	Company's 50th year of operation. South American customer disputes sale of 3,000 new machines, wipes out one third of underlying net profits, while reporting \$160 million loss. CEO Des Randall and CFO Lionel Jeyaraj leave the company. Paul O'neile and Simon Kelly appointed new CEO and CFO respectively.
2008	Following class action, company settles case agreeing to pay \$40 million.
2008	CEO O'neile elects not to renew contract. Jamie Odell appointed new CEO effective February 2009.
2009	CEO Odell undertakes 3 – 5 year transformational change program. Key focus on 1. Doubling market share in North American participation market. 2. Closing gap between ship share and installed base in Australia. 3. Manage better Japanese earnings volatility. 4. Build world class product development capability. 5. Aligning company resources with strategy.
2009	April company announces \$200 million capital raising, issuing 61.5 million new shares @ \$3.25 per share.
2009	Company writes off \$80 million against carrying values of investments in Electroncek and Poker Tek Inc.
2009	Company loses convertible bond litigation case, ultimately incurring damages totaling \$USD212 million.
2009	CFO Simon Kelly replaced by Toni Korsanos, having joined in 2007 as General Manager, Group Finance.
2012	Company moves balance date to September year end.
2014	CEO completes initial five year role. Company business and financial objectives on track.

Source: Aristocrat Leisure corporate documents



#### Introduction

Aristocrat Leisure employs over 2,200 staff globally, supplying gaming products and services in more than 200 jurisdictions around the world. The business is no longer run by founder and industry legend Len Ainsworth who at the current age of ninety can now lay claim to having successfully built two fortunes around slot-machine companies.

The beginnings of his first fortune originated in 1953, when an English engineer who was working for Len's father's dental manufacturing business, approached Len Ainsworth with the concept of making poker machines as the following BRW interview in 2013 highlights:

"One day an engineer working for me – my intention was to make dental chairs and units, which are pretty heavy items, requiring a lot of expensive equipment – and this fellow said to me, had I ever thought of making a poker machine? I said: What's that? He said, you know, you put money in the slot, pull the handle and the wheels go around."

**Table 1** profiles the company's progress since those early days, including its share market listing in 1996 which valued the business at \$290 million. Despite building the group into a global force, a misdiagnosed health scare and an ongoing court battle over poker licensing that began in 1981, saw Ainsworth cut all ties with the business in 1994. He didn't stay long on the side lines though, establishing a new poker machine manufacturer, Ainsworth Game Technology in 1995. Operating in direct competition to Aristocrat, the group formally listed on the stock exchange in 2001. Today Ainsworth is valued at \$1.3 billion while Aristocrat's market capitalisation sits at \$2.8 billion.

#### The poker machine industry

While the industry had its origins dating back to 1891, when Sittman and Pitt of Brooklyn, New York developed a gambling machine, it was Bally, in 1963, who produced the forefather of today's gaming machine, which included a free-spinning reel slot. However, as is often the way in business Bally failed to take full advantage of its industry leading position, allowing current industry giant, International Game Technology (IGT) to enter the market before going public in 1981.

The United States has an estimated total installed base of 1,000,000 gaming machines which includes the traditional slot machines referred to as Class 3 that are installed in casinos, race tracks, cruise ships as well as poker machine games.

In Australia, Aristocrat's first mover advantage ensured early local dominance operating in a market with an installed base of 200,000 slot machines.

Elsewhere, the gaming industry has continued to grow particularly in the newer markets of Macau and Singapore. As Governments look to attract new capital and raise additional revenues, further openings are expected, with the Japanese market high on the list for possible deregulation.

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Table 2: Aristocrat Leisure summary 2003-2013

Financial Year (\$m unless otherwise specified)	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012 *	2013
Sales	1021	1133	1296	1075	1122	1080	908	685	709	843	814
EBIT**	104	230	358	335	332	213	170	85	111	140	145
NPAT**	54	142	244	239	247	141	116	55	66	92	107
EPS (¢)	11	30	51	51	53	22	23	10	12	17	20
DPS (¢)	6.0	8.0	30.0	36.0	49.0	36.0	4.5	5.0	6.5	6.0	14.5
Net Debt/(cash)	70	(119)	(183)	41	112	376	75	285	232	192	208
Issued Capital (m)	470	477	471	468	464	455	533	534	543	551	551

<sup>\*</sup>Year changed from December to September starting 2013 with September 2012 included for comparative purposes.

**Table 2** provides a financial snapshot for the Aristocrat group between 2003 and 2013. Suffice to note that despite the industry's relatively high barriers to entry the group has struggled to match its peak sales and profit periods of 2005 – 2007. Under the leadership of CEO Paul O'neile and CFO Simon Kelly, Aristocrat rebuilt its financial standing following the company's disastrous setback suffered in 2003. Here a disputed sales contract with a South American customer involving 3,000 new machines saw the group report a \$160 million loss that eventually led to the departure of the previous CEO and CFO.

Unfortunately, the onset of the global financial crisis in 2008 and management's lack of new product development left the group badly exposed just as the industry bunkered down for some tough times. The outlook deteriorated further when the company became embroiled in two shareholder class actions both of which led to hefty settlement payments, further undermining the group's balance sheet.

#### **Under New Management**

The 2008 appointment of former Managing Director of Fosters Australia, Jamie Odell, along with new financial officer Toni Korsanos steadied the ship and set in train a multi-year strategy to restore business direction. However, as is often the case with any newly anointed leader it is their actions rather than words that speak the loudest. In this context Odell noted five key objectives following his initial company review, with the overarching business objectives set out below:

#### Right markets and segments: Focus on the most profitable markets and segments

- 1. Double the share of US participation gaming over five years.
- 2. Become more agile and customer led in Australia, to close the gap between ship share and installed base.
- 3. Manage volatility in Japan and achieve a minimum of 2 licensed games per annum.
- 4. Optimise Rest of World portfolio.
- 5. Exit low margin jurisdictions, products.

<sup>\*\*</sup>Pre abnormal items



To achieve these goals Odell emphasised a need for a world class organisation and to "build a lean, effective organisation to deliver the best products."

Five years have passed since Odell took on the CEO role and the signs are more than encouraging. While the backdrop of an improving gaming market certainly helps the business case the hard evidence points to significant progress on a number of fronts.

Table 3: Segment contribution 2004 - 2013

Financial Year December	2004	2005	2006	2007	2008	2009	2010	2011	2012*	2013*
Sales (\$m)										
North America	368	499	565	484	470	406	350	331	379	422
Australia	284	271	276	280	185	208	149	191	208	192
Rest of World	145	157	219	305	210	189	137	144	140	144
Japan	337	373	50	91	214	106	48	43	117	56
Total Sales	1135	1300	1110	1160	1079	909	684	709	844	814
Segment Contribution (\$m)										
North America	102	182	252	204	188	152	137	115	129	154
Australia	99	107	110	110	52	63	24	70	83	77
Rest of World & Japan	119	140	64	102	117	67	50	54	80	60
<b>Total Segment Contribution</b>	320	429	426	416	357	282	211	239	292	291
Research & Development	(59)	(66)	(95)	(104)	(117)	(113)	(110)	(101)	(118)	(119)
EBIT (pre one off costs)	230	358	339	334	213	283	85	111	140	145
NPAT (pre one off costs)	142	244	239	247	140	116	55	66	92	107
Margins (%)										
North America	27.8%	36.5%	44.7%	42.2%	40.0%	37.4%	39.2%	34.7%	34.0%	36.5%
Australia	34.1%	39.4%	39.7%	39.1%	28.1%	30.3%	16.5%	36.5%	39.8%	40.0%
Rest of World & Japan	24.7%	26.4%	23.8%	25.7%	27.6%	22.7%	27.0%	28.6%	31.1%	30.0%
Group	28.2%	33.0%	38.4%	35.8%	30.6%	31.1%	30.9%	33.5%	34.6%	35.8%
R&D/Revenue (%)	5.2%	5.1%	8.6%	9.0%	10.8%	12.4%	16.1%	14.2%	14.0%	14.6%

<sup>\*</sup> September end balance date

# Aristocrat key gaming markets

Management rightly noted in their industry analysis that the two biggest gaming markets were located in the US and Japan. The Japanese market, however, differs from other gaming jurisdictions both in game design and player styles, since gambling for cash is illegal and prizes in the form of tokens are paid out to winning players.

#### **US** market

In contrast, the US gaming market dwarfs any other, both in terms of its installed base and the annual replacement of new machines. Furthermore, the US allows for gaming manufacturers to place their machines into casinos on a participation basis. This allows the manufacturer to receive a machine rental, normally calculated as either a percentage of the gross game winnings net of taxes or a fixed fee per machine per day.



Under this scenario rather than Aristocrat selling a gaming machine outright at an estimated selling price of \$16,000, the company elects instead to rent the machine to the casinos, thereby participating in a share of the slot machines daily winnings. Typically this has averaged \$45 per day or just over \$16,000 per annum thereby providing the company the opportunity to earn high margin annuity profits.

Of the US installed base, approximately 10% or around 90,000 machines operate on a participation basis, with management valuing the North American market opportunity for participation at \$3.5 billion.

**Table 4** illustrates the group's US participation progress since 2005. From a multi-year low point of 5,459 machines in 2008, the group's level of installed participation games has steadily improved. Odell's pursuit of this market requires considerable up front product investment and more importantly, a portfolio of "must have games" delivering net winnings to the casino operator that are well above the floor average.

**Table 4: Unit volumes 2005 - 2013** 

Financial Year December	2005	2006	2007	2008	2009	2010	2011	2012*	2013*
Unit sales									
North America (\$USD)									
Platform sales									
Unit Volume	17,613	17,829	13,807	10,841	8,262	7,662	8,267	9,206	10,146
Unit selling price (\$)	12,000	13,500	16,500	15,117	14,675	15,054	14,410	14,416	15,194
Platform sales revenue (\$m)	211	241	228	164	121	115	119	133	154
Gaming operations									
Participation installed base	6,159	6,461	7,473	5,459	6,409	5,670	6,229	6,757	7,562
Average daily revenue (\$)	60	50	45	46	42	39	41	43	42
Participation revenue (\$m)	135	323	123	92	98	81	93	106	116
Australia (\$AUD)									
Platform sales									
Unit Volume	7,647	7,754	6,854	3,732	5,292	3,737	5,220	6,768	5,481
Unit selling price (\$)	15,000	15,000	15,000	16,584	17,214	16,722	16,729	15,185	16,590
Platform sales revenue (\$m)	115	116	103	62	88	63	87	103	91

<sup>\*</sup> September balance date

If a manufacturer can show that his games are delivering machine winnings above the casino's floor average, it strengthens their hand when discussing the participation route. To this end, ongoing product success can lead to higher participation rates, evident in the group's recent interim result which saw the installed base rise from 7,562 to 8,207 machines, while average daily revenue rose to \$43 per day.

Lifting this figure further remains management's top priority, with Aristocrat's US participation revenue currently running at an annualised rate of \$116 million, on an 8.4% market share. In contrast, market leader IGT has a 49% share, with each machine earning \$50 per day, while fellow competitors Bally and WMS each control 20% of this segment. To this



end Aristocrat management are confident that a market share of 15%-20% is attainable, and with that, an annual revenue prize approaching \$250 million, based on the lower percentage market share gain of 15% and assuming average daily winnings of \$50. Gross margins on participation revenue typically range between 60%-65%, underscoring the financial attractiveness on of this model.

In contrast, outright US machine sales peaked in 2006 at 17,829 with accompanying revenues of \$241 million. In 2013 machine sales returned to circa 2008 levels with 10,146 units sold, generating revenues of \$154 million. With total annual US industry sales of new and replacement machines running at 70,000 units, Aristocrat's market share sits at 14.5%.

While management hasn't outlined its aspirations in this market segment the group aims to take share in two ways .The first is by having games available in all market segments. In this contest, the rapid acceptance of "entertainment" style games has seen this segment capture 50% of all new unit industry sales. Aristocrat have been slow to move but the first of the group's E-Series products are now available.

Secondly, Odell's investment in having the best available talent reflects a concerted effort to build a gaming product library covering a diversified customer base over multiple market segments. To this end, the group has invested heavily in proven industry executives. In Odell's view, to take market share the key enabler is in having the right talent delivering great gaming products. The key outcome will hinge on whether management and its pool of executive's can monetize the opportunity available to them.

Aristocrat notes that remuneration for key executives covers both short and long term performance measures. In terms of game designers, financial reward is highly correlated to the number of games sold, which is a measure that Odell happily concedes could end up seeing some of his employees earning more than him.

#### Slot Surveys

Independent industry surveys undertaken by gaming analysts as well as the annual Global Gaming Expo held in Las Vegas point to strong market acceptance of the group's new and existing games. Specifically, the 2014 Goldman Sachs Slot Survey, based on interviews with slot managers from 119 casinos in 27 states revealed the following key outcomes:

- 1. Aristocrat's "Buffalo" game was named the top performing game for the third year running with an increased margin.
- 2. In terms of Participation games, Aristocrat was the largest share gainer amongst the four major players.
- 3. In connection to likely future machine purchases, the survey recorded a significant shift toward Aristocrat product, away from industry leader IGT and Bally.
- 4. Aristocrat's "Walking Dead" was named the most anticipated game.

Ultimately, to deliver on these targets the company's games need to perform. On this score and based on customer feedback, Aristocrat's significant investment in new studios and



gaming talent appears to be paying dividends, adding weight to the company's progress under Odell's stewardship.

#### **Australia**

Aristocrat's local dominance has been under threat for some time with newcomers, including Len Ainsworth's listed Ainsworth Game Technology successfully stealing market share. While Aristocrat still commands a healthy installed base of gaming machines, the group's level of ship-share, has been in steady decline. This is reflected in **Table 4** with unit volumes peaking in 2006 at 7,754, followed by a period of stagnant growth.

Closing the gap between the company's ship-share and installed base has been another key priority of management. Early indications suggest that the company is making positive progress having introduced a number of new games and titles.

With a total industry installed base of 200,000 gaming machines, of which 33% are rarely replaced, Odell's short term priority is to lift the group's ship-share run rate of the 17,000 replacement machines sold each year to around 6,000 to 8,000 over the long run.

# Rest of World

With over 2,200 staff globally, Aristocrat's diverse portfolio of gaming products and services are sold in more than 200 jurisdictions around the world. Such a broad reach does, however, bring with it its own limitations. The industry's tight regulatory landscape imposes considerable costs of maintaining licenses and in some jurisdictions the revenue opportunity does not justify the ongoing investment required.

When Odell took on the top job back in 2008, he outlined a twelve month strategy to exit low margin regions, concentrating attention on markets that offered both value and growth. As **Table 3** highlights, the Rest of World portfolio offers an important earnings stream, almost equal in size to Australia.

The most volatile earnings contributor is Japan and as we have indicated earlier, one of Odell's key deliverables is to manage this volatility by delivering a consistent product stream of two new games per season with unit sales of 50,000. The jury is still out as to whether the Japanese market can deliver the consistency of earnings that management now seeks.

In the broader markets of Europe, Latin America and Asia, Aristocrat's product range carries significant player appeal. In newer regions including Macau, the group's installed base of gaming machines sits above 60%. As these regions develop, the focus will be on broadening both the product range and service offering in a faster more efficient manner.

#### **Online**

In November 2012, Aristocrat purchased social gaming provider Product Madness for an upfront cost of \$11 million, including potential earn out payments totalling \$15 million. The acquisition provided the group with an entry point into the online gaming space. While regulatory barriers don't currently allow for online gaming, the move from the current social casino gaming environment to one involving real money appears only a matter of time.



Major competitor IGT has invested heavily in social online gaming and casino operators MGM and Caesars are actively pursuing an online presence. Odell is also confident on its outlook as the following comments below illustrate;

"For us the margins are phenomenal. Once you get the cost base in place everything else is virtual, there's no hardware. If you take the player base, which through Facebook is clearly millions, and the games take in, let's say 50 cents per player per day, the maths becomes quite easy. I would be very disappointed if it's not a major profit stream for us - 1'm talking tens of millions of dollars in the next two - to - three years, and one of our largest streams of profit longer term."

Currently social gaming is unregulated and is played online. Typical games include poker, roulette and bingo to name a few. As a general rule, social casino games allow players to play a game for a specific period for free. However, in order to progress to the next level, users need to pay real money to acquire virtual currency before continuing. When this occurs the model shifts from a "freemium" offer to one of player conversion. The conversion ratio typically sits at around 2%-5% of active users, so social casino operators have a heavy reliance on a small number of paying users. Importantly social gaming does not allow players to cash out their virtual currency winnings.

When Aristocrat purchased Product Madness, the key intellectual property surrounded the platform used to attract active users through online portals including the most popular, Facebook. To this the company added its deep game experience and library content. In combination, the rationale behind the move was to build an online presence as the industry moved from social to legalised online gaming.

In simplified terms the revenue model for a social casino is set out below;

# Daily Active users (DAU) x Conversion ratio x Average revenue per paying user = Revenue

During the 2014 interim result, online revenue jumped from \$3.2m to \$18.4m, while operating earnings (EBITDA) lifted from breakeven to \$6.1m. These numbers were based on having 547,000 active daily users each paying 21¢ per day. At the current run rate the online business is expected to record 2014 revenues of \$42m and operating earnings of \$15m, underscoring Odell's strong views on the potential of online.

# Results 2014

Since 2008, management have worked hard to rebuild the business, investing heavily in people to deliver popular new gaming products. The benefits of this investment is now beginning to flow with platform sales in the first half showing promising signs. Importantly, gaming operations grew strongly with the group's installed base of gaming machines in the US rising from 7,562 to 8,207 along with the average daily fee increasing to USD\$43.27, up from USD\$41.64.



The financial improvement is reflected in the company's return on capital employed now approaching 20%. A more conservatively positioned balance sheet housing net debt of \$233m and a growing bottom line, forecast to hit \$125m, point to an improving business outlook.

Dividends are also on the rise, with the group lifting payments as profits improve. At current levels the shares are yielding 3.2%.

# **Summary**

Rarely do businesses go through life without issues and Aristocrat is no exception. New management stepped in during 2008 making personnel changes and reinvesting heavily into developing new gaming products. Importantly, management have not relied on rising demand to lift sales. Instead, Odell and his team have focused on delivering better games and stealing market share. It is a strategy that has merit and the early signs suggest that management has the business moving in the right direction. *SFM* 

# Who will step up to the plate - Politicians and Budgets?

It's hard not to be cynical when it comes to our politicians. For many of us it comes down to a matter of trust but in reality the job of a politician is often about delivering bad news in a polite way, almost devoid of the truth. How novel it would be if they could engage with us in an open and frank manner. Unfortunately, the reality of the situation is that it often takes a crisis before any constructive dialogue takes place.

When Treasurer Joe Hockey handed down this year's Federal Budget, the outcomes were never going to be pretty. Some would have you believe that Australia has no fiscal problem, that our budget position is strong and sound and that the changes now sought are both wrong and unfair. In fact, they go further, pushing the case for more assistance for those who are unable to help themselves. But who should pick up the tab?

Politicians are, of course, the masters of spin. They are not like the individuals, families and businesses they are meant to represent. Whilst they may be elected by the people they fail the litmus test, for in short, they are not accountable for their actions. It is a failure of our political system that we can entrust such important responsibilities to those with so little to lose.

To be fair, in the past, Australia has benefited from politicians that have made a difference in setting policies with long term legacies. Hawke and Keating, certainly in their earlier years, lifted our country with ambitious structural reform. Howard continued that reform and along with Costello maintained fiscal discipline.

In contrast, the legacies left by Rudd, Gillard and Swan have come with an almighty sting. Years of spending in excess of the taxes collected have finally caught up with our Government. For some there is acceptance that changes are necessary, yet many still cling to the belief that everything will be fine. Unfortunately, this is not the case and the tough decisions being made now are both necessary and long overdue.

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When Hockey handed down the 2014-15 Federal Budget he forecast deficits as far as the eye could see. In 2014 this figure was \$49.9 billion, followed by estimated deficits of \$29.8 billion, \$17.1 billion, \$10.6 billion and \$2.8 billion in the forward years. In total, deficits of \$110.1 billion. While the estimated deficits are smaller in size, these are only possible if unpopular changes are made, involving more taxes, fewer political handouts and an acknowledgement by the public to accept less today in order to deliver a more sustainable government.

In the long run there is no escaping the fact that budgets need to balance, yet some have approached this task ignorant of the consequences. Former Treasurer Swan was a master of avoiding economic reality as the following Budget speeches now expose.

#### 1. Budget 2010-11

"A strategy that will see the budget return to surplus three years ahead of schedule, and ahead of every major advanced economy."

#### 2. Budget 2011-12

"We are on track for a surplus in 2012-13, on time, as promised."

# 3. Budget 2012-13

"The four years of surpluses I announce tonight are a powerful endorsement of the strength of our economy, resilience of our people and success of our policies."

In fact, Swan presided over cumulative deficits totalling \$112 billion over the years 2010-2013, with a further \$115 billion of deficits forecast over the period 2013-2016.

Where is the accountability, where is the honesty and where is the integrity?

Why does it matter that we return to a position of surplus? Simply, in the long run things catch up with you, so it is important to have a realistic game plan that acknowledges the issues, working sensibly to execute to an end goal.

If we were to hone in on only one item in the Budget this would be it. In 2008 the nation had a net cash surplus of \$44.8 billion. By the end of 2012 this had become a net debt position totalling \$147.3 billion. In the current year this figure is forecast to rise to \$197 billion and over the forward estimates, even assuming Hockey gets his way with his proposed Budget, net debt is set to move even higher up to \$264.2 billion by 2018.

The impact of such a rise is best reflected in the income statement, where net annual interest payments are set to jump from \$10.7 billion in 2014 to \$13.0 billion by 2018. Reducing or removing such an annual impost would go a long way to restoring our budget position particularly during a period of low interest rates.

Whether we accept the reality of the situation or not, doing nothing is not an option. Politicians need to step up to the plate now and argue the case for change because frankly, such is their lack of accountability, that simply taking the easy route will leave all of us more heavily exposed and with fewer options available. **SFM** 



# Education – Intueri Education Group (ASX – IQE) overview

In our December 2013 quarterly newsletter we discussed the Five Super Sectors as highlighted by Deloitte Access Economics in their analysis of industries likely to benefit from Asia's growth. Coming in at number five was the increasing importance of international education as a growing export earner.

Key issues considered by families and students before selecting their choice of international provider include;

- 1. Quality
- 2. Affordability
- 3. Safety
- 4. Work visa
- Regulatory issues

In our review, we also profiled Australia's leading university pathway provider and global pioneer Navitas. Since its establishment in 1994 the group has continued to expand internationally, having entered the US market in 2009. In total Navitas's student intake now stands at 18,862 with 11,000 domestically enrolled with the balance attending offshore university campuses.

# **Intueri Education Group**

During May Intueri Education Group undertook a dual listing in New Zealand and Australia. We were attracted to the business and post our meeting with management participated in its listing. As a matter of background Intueri operates as a Private Training Establishment (PTE) in New Zealand. The group operates six colleges across twenty six locations including a joint venture interest in an Australian online college.

Intueri is New Zealand's largest private vocational education operator with student enrolments of 10,793 forecast for 2014. Of this total, international students comprise 1,373 or 12.7%. The New Zealand Government estimates that the economic contribution to gross domestic product from international education is about \$2.5 billion, making it the country's fifth largest export industry. Furthermore, in a similar move to that of Australia, the New Zealand Government is aiming to double the value of international education to \$5 billion by 2025, with overseas student numbers in tertiary education set to increase from the 48,000 set in 2012 to a forecast 104,000 by 2025.

For PTE's, international student numbers have risen sharply in recent years, totalling 6,919 in 2012. Of this figure Intueri's PTE's stood at 1,104, predominantly through the colleges of NSIA (Culinary and Hospitality) and NZSCDT (Commercial Diving Training). Intueri management forecast that with recent changes to Government guidelines, international student numbers should rise for the group to 1,816 in 2015.

The company operates in an industry that is highly regulated with increasing barriers to entry. With over 626 PTE's in operation, Intueri is the largest operator with a market share of 7%, while the top ten providers account for 30% of the total PTE market. Management has

identified further consolidation as inevitable as compliance requirements rise and government funding of domestic student places are capped. We expect Intueri to play an important role in this consolidation phase.

Table 5: Intueri's Colleges

College		Discipline	Student Enrolment FY13	Average Domestic Fee	Average International Fee
1	Quantum Education	Business & IT	4,628	\$7,500	N/A
2	NSIA	Culinary & Hospitality	898	\$8,500	\$16,500
3	Cut Above Academy	Hairdressing & Make-up	662	\$7,200	\$11,000
4	Elite	Beauty & Spa therapy	267	\$6,000	\$18,900
5	Design & Arts	Interior design, Graphic design	236	\$6,000	\$18,900
6	NZ School of Diving	Professional Diving	230	\$6,900	\$7,600
7	Online Course Australia	Business, Health, Education, IT	2,812	\$600 - \$3,000	\$600 - \$3000

Source: IQE Prospectus

**Table 6: Intueri Education Group financial summary** 

December year \$NZ	FY11	FY12	FY13	FY14(e)	FY15(e)
Domestic	43,145	45,244	45,798	49,193	52,354
International	18,260	18,150	14,479	18,573	22,459
Online	1,360	3,209	3,928	7,336	9,659
Other	2,769	2,372	2,401	1,847	1,941
Total Revenue	65,535	68,975	66,606	76,949	85,413
Cost of sales	(10,615)	(9,609)	(9,290)	(12,206)	(14,440)
Admin expenses	(5,036)	(5,688)	(4,681)	(4,401)	(4,571)
Marketing	(1,987)	(2,788)	(2,984)	(3,016)	(3,500)
Occupancy	(6,739)	(7,730)	(6,545)	(7,166)	(7,452)
Personnel	(20,625)	(20,756)	(20,123)	(22,681)	(23,958)
Total Expenses	(45,002)	(46,571)	(43,624)	(49,470)	(53,921)
EBITDA	20,533	22,404	22,983	27,479	32,492
D&A	(1,805)	(1,754)	(1,506)	(2,095)	(2,395)
EBITA	18,728	20,650	(21,477	25,384	30,097
Amortisation				(9,287)	(9,287)
EBIT				(16,097	20,809
Net interest expenses				(998)	(997)
NPBT				15,099	19,812
Tax				(4,587)	(5,969)
NPAT				10,512	13,843
NPATA				16,817	19,838
EBITA margin %	28.6	29.9	32.2	33.0	34.8
EPS (¢)				16.8	19.8
DPS (¢)				7.7	12.9
Student Enrolments					
Domestic	5,775	5,828	5,950	6,574	6,737
International	1,075	1,104	971	1,373	1,816
Online	1,491	1,837	2,182	2,846	3,113
Total	8,341	8,769	9,103	10,793	11,666

Source: IQE Corporate Documents



#### **Summary**

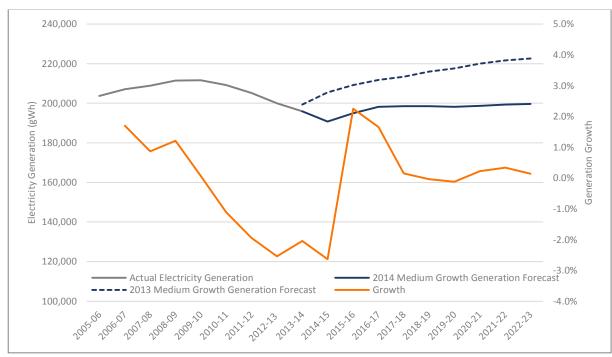
Intueri Education possesses many of the financial attributes that we seek in a business, operating with high earnings visibility, attractive margins, whilst employing low levels of capital in a highly regulated industry with significant barriers to entry. Just as important, the role of private providers, is growing as governments look to share the funding burden. We have little to gauge management on at present but our initial impressions indicate we are on the right track. **SFM** 

# Big Picture – Solar raining on energy retailers parade

A sympathetic view to climate change is the "socially correct" position of most young Australian households. And most if not all of these families are applauding the growth and success, real or perceived, of the Renewable Energy Target (RET). It is therefore ironic that incumbent energy suppliers, who more often market themselves as green corporations, are so alarmed by the success of the RET that they have lobbied the Government in a bid to cripple the scheme. Can a middle ground or sensible solution be found? It remains to be seen.

But before we can answer this, some industry back ground is warranted. The standard measurement of electricity consumption is the Watt hour (Wh). A simple way of thinking about this is the energy consumed by a light bulb over different periods of time; if you ran a 50 Watt light bulb for 1 hour at full power you would consume 50 Watt hours of electricity.

Chart 1: Australian Electrical Generation and AEMO Forecast Generation



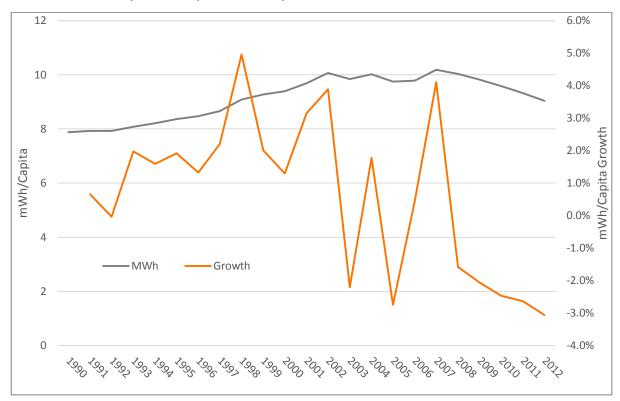
Source: AEMO



In 2008 Australia generated 212 Terawatt hours (tWh) of power, which in consumption terms is equivalent to running 485 million 50W light bulbs continuously for an entire year. Since 2008 Australia's total power generation has fallen year on year to as low as 199 tWh in 2013. **Chart 1** confirms this trend and illustrates the Australian Energy Market Operator's (AEMO) medium growth generation forecast until 2020. AEMO recently published their forecast for 2014, which included substantial downward revisions from prior year forecasts.

Electricity consumption is falling, driven by changing consumer consumption patterns and the advent and installation of energy efficient electrical devices. This reduction in consumption has also been helped in part by rising electricity prices. **Chart 2** depicts consumption per capita peaking in 2007 at 10.19 Megawatt hours (mWh) and falling to 9.04 mWh in 2012.

Chart 2: Electricity Consumption Per Capita



Source: Enerdata, OECD

The 2020 RET, was established by the Federal Government in 2010 with the aim of generating 20% of Australia's electricity from renewable energies by 2020. The RET was split into two components. It was intended that the Large-scale Renewable Energy Target (LRET) would deliver the bulk of the 20%, through development of large scale wind farms, solar generation systems, biomass and hydro-electric power. The Small-scale Renewable Energy Scheme (SRES) similarly aimed to support the installation of renewable power generation albeit on a smaller scale.



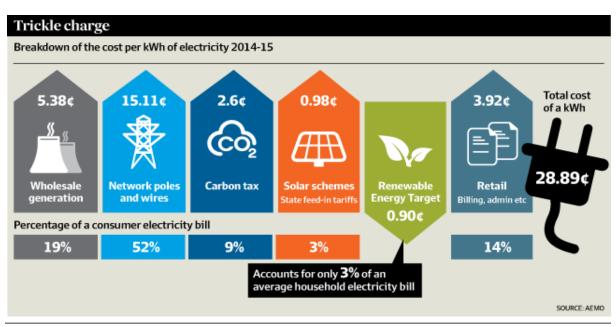
The scheme is overseen by the Clean Energy Regulator (CER) and support for both schemes was provided by way of green power generation certificates, sold to entities who later surrendered them to the CER to demonstrate their compliance with the RET scheme's annual targets.

Though the RET has many supporters, its implementation is causing problems for the energy incumbents. The LRET was to deliver 41 tWh of power and the SRES 4 tWh, giving a combined RET totalling 45 tWh or 20% of AEMO's 2020 forecast national electricity generation. Problem is AEMO's assumptions were based on consumption growing year on year, a scenario which has clearly not materialised.

As a result, the actual RET now represents significantly more than the 20% of total forecast generation. Compounding matters has been the enthusiasm with which Australian households have embraced renewable energy technology. In 2010 the generation capacity for solar photo-voltaic systems (PV) stood at around 135 mWh but between 2010 and 2014 this shot up by an estimated 2300% to 3.23 Gigawatts (gW). With over 1.3 million household rooftop solar panels, the Climate Change Authority now projects that the SRES will deliver 11 tWh of electricity in 2020, far eclipsing the 4 tWh intended.

Put simply, should the SRES achieve the projected 11 tWh of generation, and the LRET meet its original 41 tWh target, instead of delivering the original target of 45 tWh of renewable energies this figure could end up exceeding 52 tWh, thereby representing upwards of 30% of Australia's total power generation.

The industry's changing dynamics are now being felt by traditional energy retailers. Historically, our regulated energy markets allowed operators to seek price rises, predicated on earning an adequate return on new capital invested. Today companies including AGL Energy, Origin Energy and SP Ausnet continue to be protected by ongoing regulation of electricity markets in most parts of Australia.





This has resulted in the regulator approving regular price rises despite consecutive falls in power consumption. Within the spending component that makes up our Consumer Price Index (CPI), electricity costs have become a significant contributor. Here the data shows that between 2009 and 2014, while the CPI rose 2.4%, the cost of electricity increased by 10.4%.

As the adoption of PV power accelerates and the technology backing it improves, the cost of PV will continue to fall. This in itself poses a considerable threat to the traditional energy retailers and network operators, who will face further falls in demand. Under such a scenario simply allowing further rises in power prices will only hasten the support for more PV adoption. In the industry such a scenario is referred to as the "death spiral".

# Three things to watch

# Solar PV System Costs

Over the last four years the PV industry has experienced explosive growth. Chinese manufacturers have flooded the market with cheap units while large investments have been made in PV production capacity and product development. This cumulative investment has led to greater scale efficiencies, lower unit costs and increasing product life.

Sensing the need to act, incumbents are flexing their muscles in recognition of the growing adoption of PV. In response the Federal Government has commissioned the Review of the Renewable Energy Target and many expect significant changes to the RET and the policies supporting it. These changes threaten to derail the progress that has been made in transitioning Australia to a cleaner environmental future.

#### **Solar Battery Costs**

In the US Elon Musk, CEO of Tesla Motors, is pushing forward with his quest to bring the electric car into the mainstream of American transport. His achievements thus far are ground-breaking with expectations high that the industry will see significant change over the near future.

Tesla Motors believes the current cost per KWh of a lithium ion battery is between U\$\$200 and U\$\$300 per KWh but that it will fall to around U\$\$125 per kWh once they have completed building their "Gigafactory" — the largest battery factory ever to be built. If this comes to fruition, a battery pack around the size of a fridge, capable of storing 20 kWh of power, which is around the average household's daily consumption, could cost as little as U\$\$2500.

Our calculations show that, for some households, installing a PV solar system alongside a battery pack capable of providing the average household with sufficient power for two days is roughly equivalent to buying energy directly from the grid. At around the current electricity tariff rate of 29c/kWh this figure is likely to fall further as newer technologies are introduced.

As battery technology improves and becomes more widely accepted we suspect households will quickly embrace the notion of becoming more energy self-sufficient.

#### Summary

When an industry's dynamics shift so significantly there are sure to be winners and losers. The review of the RET will address some of these issues, most likely by reducing subsidies and



concessions that encourage renewable energies. In time we can envisage a pricing model broken down into component parts, whereby consumers are first charged a connection fee, guaranteeing supply of energy from the grid as well a separate fee relating to consumption.

New rules may allow energy retailers to offer different pricing structures by altering the RET from a fixed generation target to a floating target based on actual generation rather than forecast generation. In the fullness of time, however, governments and incumbents should not stand in the way of disruptive technologies impacting energy markets. **SFM** 

#### **US Federal Reserve Chairwoman Janet Yellen**

During June, US Federal Reserve officials led by Chairwoman Janet Yellen updated the market on the outlook for the US economy. Below we highlight the key takeaways:

#### **US Economic Growth**

Following a tough first quarter impacted by severe weather conditions, Yellen noted that, "Economic activity is rebounding in the current quarter and will continue to expand at a moderate pace thereafter."

So while the previous guidance of 2.9% GDP has been lowered to a range of 2.1% to 2.3%, for 2014, Yellen noted that there was good reason to expect faster growth in 2015 and 2016.

#### **US** Interest rates

With an improving economic outlook the Federal Reserve continues to monitor the interest rate cycle. Having kept short term rates near zero since December 2008, the Fed has initially turned its attention to winding back its monthly bond buying program which currently runs at \$35 billion. These purchases formally referred to as Quantitative Easing (QE) began in 2012 at the then rate of \$85 billion per month.

While short term rates are expected to stay on hold until 2015, Fed officials project the benchmark rate will hit 1.2% by the end of 2015 and 2.5% by 2016.

# **US Unemployment**

Officials continue to project a drop in the jobless rate greater than previously thought. By year end the unemployment rate is expected to hit 6% before moving into the mid 5% range by 2015 and low 5% by 2016.

# **US Inflation**

Conditions remain benign with inflation projected to stay within the Fed's 2% upper target.

#### Overall

Most indicators point to an improving economic backdrop. While the pace of growth may be more muted than previous forecasts, the trend is nevertheless positive. **SFM** 

01/04/14

15/05/14

Cochlear site visit

# Company visit diary June Quarter 2014 April

COH

COII	Cocinedi Site Visit	01/04/14
ICQ	iCar Asia management meeting	02/04/14
JIN	Jumbo Interactive management meeting	02/04/14
SRX	Sirtex Medical site visit	03/04/14
CVO	Cover More Group UBS conference	10/04/14
NWT	Newsat UBS conference	10/04/14
RXP	RXP Services UBS conference	10/04/14
NXT	NextDC UBS conference	10/04/14
XRO	Xero UBS conference	10/04/14
MNW	Mint Wireless UBS conference	10/04/14
BGL	BigAir Group UBS conference	10/04/14
SDF	Steadfast Group site visit	10/04/14
WOR	WorleyParsons conference call	13/04/14
SRX	Sirtex Medical conference call	13/04/14
ALC	Alchemia management meeting	16/04/14
PXS	Pharmaxis Q3 conference call	17/04/14
ALU	Altium conference call	23/04/14
RMD	ResMed Inc. Q3 conference call	24/04/14
IQE	Intueri Education Group management meeting	01/05/14
GBT	GBST management meeting	02/05/14
SRX	Sirtex Medical site visit	05/05/14
GXL	Greencross Macquarie conference	07/05/14
SAI	SAI Global Macquarie conference	07/05/14
NHF	NIB Holdings Macquarie conference	07/05/14
TME	Trade Me Group Macquarie conference	07/05/14
BLD	Boral Macquarie conference	07/05/14
SEK	SEEK Macquarie conference	07/05/14
AUB	Austbrokers Holdings Macquarie conference	07/05/14
CVO	Cover More Group Macquarie conference	08/05/15
ARP	ARB Corporation Macquarie conference	08/05/14
ORG	Origin Energy Macquarie conference	08/05/14
SRX	Sirtex Medical Macquarie conference	08/05/14
CSL	CSL Macquarie conference	08/05/14
TCL	Transurban Macquarie conference	09/05/14
EGP	Echo Entertainment Macquarie conference	09/05/14
SUL	Super Retail Group Macquarie conference	09/05/14
MTU	M2 Group Macquarie conference	09/05/14
FXL	Flexigroup Macquarie conference	09/05/14
FXL	Flexigroup Investor Day	15/05/14
		10 - 1

Sydney Airport annual general meeting

May

SYD

	IFL	IOOF acquisition conference call	16/05/14
	CVW	Clearview Wealth Goldman Sachs conference	21/05/14
	SFG	SFG Australia Goldman Sachs conference	21/05/14
	DMP	Domino's Pizza Enterprises Goldman Sachs conference	21/05/14
	SLM	Salmat Goldman Sachs conference	21/05/14
	FNP	Freedom Foods Group Goldman Sachs conference	21/05/14
	GBT	GBST Goldman Sachs conference	21/05/14
	QUB	Qube Holdings Goldman Sachs conference	21/05/14
	FXL	Flexigroup Goldman Sachs conference	22/05/14
	JHX	James Hardie Industries PLC full year results briefing	22/05/14
	NXT	NextDC Goldman Sachs conference	22/05/14
	NHF	NIB Holdings Goldman Sachs conference	22/05/14
	SRX	Sirtex Medical Goldman Sachs conference	22/05/14
	OFX	OzForex full year results conference briefing	27/05/14
	TNE	Technology One half year results briefing	27/05/14
	ALQ	ALS full year results briefing	27/05/14
	ALL	Aristocrat Leisure half year briefing	28/05/14
	IPP	iProperty Group annual general meeting	28/05/14
	FPH	Fisher & Paykel full year conference briefing	30/05/14
June			
	GBT	GBST Holdings site visit	02/06/14
	VRT	Virtus Health acquisition conference briefing	02/06/14
	CSL	CSL investor relations conference call	03/06/14
	IFM	Infomedia site visit	03/06/14
	ORL	Oroton Group management meeting	03/06/14
	JHX	James Hardie Industries PLC investor relations meeting	11/06/14
	PRY	Primary Healthcare UBS health conference	12/06/14
	VRT	Virtus Health UBS health conference	12/06/14
	RMD	ResMed Inc. UBS health conference	12/06/14
	SRX	Sirtex Medical UBS health conference	12/06/14
	OFX	OzForex site visit	13/06/14
	CSL	CSL UBS health conference	13/06/14
	OFX	OzForex Morgan Stanley conference	16/06/14
	CSR	CSR Morgan Stanley conference	16/06/14
	VET	Vocation Morgan Stanley conference	16/06/14
	SUL	Super Retail Group Morgan Stanley conference	16/06/14
	NVT	Navitas Morgan Stanley conference	17/06/14
	TOX	Tox Free Solution Morgan Stanley conference	17/06/14
	AHE	Automotive Holdings Group Morgan Stanley conference	18/06/14
	SDF	Steadfast Group Morgan Stanley conference	18/06/14
	BAP	Burson Group Morgan Stanley conference	18/06/14
	N/A	Wise Tech Global Morgan Stanley	18/06/14
	OSH	Oil Search UBS conference	18/06/14
6 1 1 5 1 1 1 1			

KPL	Kina Petroleum UBS conference	18/06/14
HZL	Horizon Oil UBS conference	18/06/14
ROC	ROC Oil UBS conference	18/06/14
AWE	AWE UBS conference	18/06/14
SHE	Sino Gas & Energy Holdings UBS conference	18/06/14
WOR	WorleyParsons UBS conference	18/06/14
NHF	NIB Holdings investor day	19/06/14
CBA	Commonwealth Bank of Australia UBS conference	25/06/14
WBC	Westpac Banking Corporation UBS conference	25/06/14
ANZ	Australian and New Zealand Banking UBS conference	25/06/14
NAB	National Australia Bank UBS conference	25/06/14
BQD	Bank of Queensland UBS conference	25/06/14
YBR	Yellow Brick Road UBS conference	25/06/14
N/A	SocietyOne UBS conference	25/06/14
BTT	BT Investment Management UBS conference	25/06/14
AUB	Austbrokers UBS conference	25/06/14
IFL	IOOF UBS conference	25/06/14
IPP	iProperty Group management meeting	27/06/14
CKF	Collins Foods management meeting	27/06/14

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